

Assistant Director, Operations

19 May 1951

Assistant Director, Research and Reports

25X1B4d

Staff study concerning [redacted] program

I have concurred in your memorandum for the Projects Review Committee on the above subject. To insure the smooth operation of this program I thought it might be well for me to set down my understanding of how these teams will operate.

As we see it, this is not a collection activity in the usual sense. 25X1B4d a pilot project to determine how much we can learn from [redacted] about various aspects of the Soviet economy. The emphasis at this stage must continue to be on experiment and the development of techniques. Since it is a field activity, it is appropriate that it should be under the administrative control of O/O. Since, even in the field, its purpose is to develop new techniques of analysis, we feel that the substantive work of the teams must for the time being be under the close personal supervision of [redacted]

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Our reason for wishing, at this stage, to have an O/RH analyst attached to each team is that we propose to rotate our analysts between work on the actual equipment and work on the data and photographs in Washington. We feel that maximum results can be achieved only if the analysis is continually adjusted to fit what can be found in the field and field collection methods continually modified in the light of the analysis. This can best be achieved by having a group of people each of whom collects part of the time and analyzes part of the time.

I am entirely willing to have our analysts under the administrative control of O/O while they are in the field so long as it is clearly understood that they are responsible directly to [redacted] for what they photograph, what methods they use, how they write up the results, and what is done with their findings. I am sure you would agree that it would be unwise to have them responsible to two different people for the substantive conduct and findings of their work.

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MAX F. HILLMAN

*cc of memos for RRC filed
Humber Raker*

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